

Organizational Culture - 7 Critical Questions To Ask Before Undertaking A Cultural Change Programme (if you want to maximize performance).

by Chris Cooper



Organizational Culture is a key component of performance. If you want to transform your performance, you might need to transform your culture. This article addresses some of the key questions you should be asking if you want to do this effectively?

This includes the willingness of the most senior team and their reports to accept that they may personally need to change their behaviour. It is these people that through their behaviour can hold the business back from thriving.

Also you need to be able to measure your culture and determine where you need to go.

1. Is the business currently achieving the results that it wants from its people?

If not, significant performance improvements can be made through developing a culture that promotes the highest levels of productivity and efficiency from people.

2. Do employee satisfaction surveys suggest people are motivated and fulfilled?

If no, then you are operating inefficiently and unlikely to be generating the performance returns on investment that are possible.

3. Are senior management prepared to change their own personal behaviour to achieve the desired results? Also to owning any cultural change programme?

This can be one of the key stumbling blocks. Often it is the ego's of the senior team that get in the way of the business thriving. Their behaviour actually blocks the road to success! This may be particularly significant for young businesses, where there is the greatest opportunity to set the cultural path.

4. Are people engaged behind a clear and inspiring strategic vision, strategy, shared values and desired behaviours?

Were the values of people in the organization taken into account when determining vision, values and behaviour? If you want to thrive you must understand the key words and intentions that will help put your people into their high performance flow.

5. Are you prepared, to measure the current and desired cultures to enable you to take the next steps required?

This will of course mean investment. We are talking about performance and the return on investment from cultural change can be massive if you get it right.

6. Will you then be prepared to adjust employee recruitment, training, appraisal and business processes to support the desired behaviours and outcomes?

This will be necessary to deliver the results you want. You will for example need to appraise people and potentially remunerate them based on operating to the desired behaviours.

7. Can you accept that this will take time? That you will need to communicate effectively and take people step by step in an engaged fashion through the process?

Often leadership teams want results now. Or sometimes it feels like yesterday. With culture a longer term committed strategy is required. However, over time the results can be significant.

Chris Cooper helps organizations achieve greater results, profit and success through developing high performing cultures. For more more information on increasing performance through values alignment visit www.cc1consulting.com. Or contact. Chris Cooper at Chris@cc1consulting.com.